



Joint Task Force IG

The Joint Task Force Inspector General





Joint Task Force IG

Enabling Learning Objectives



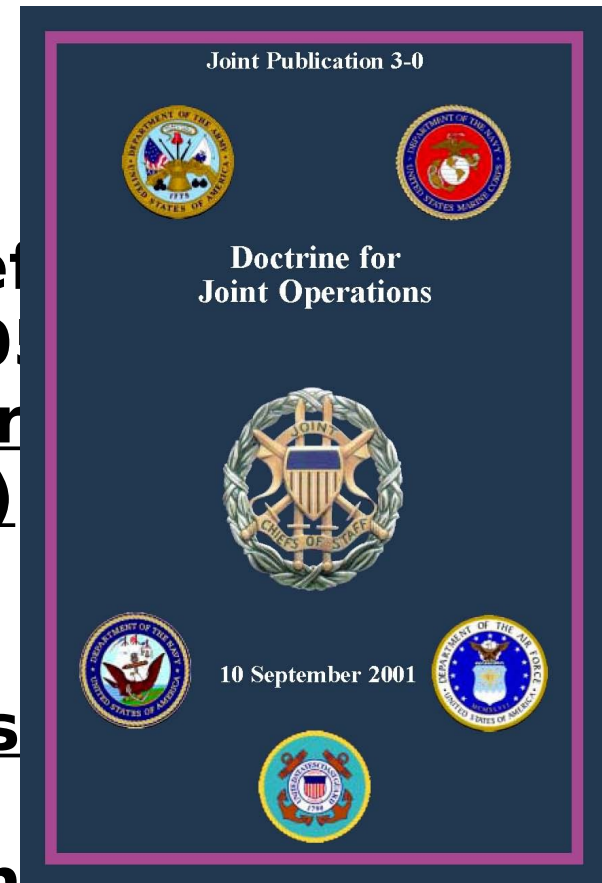
- **Define a Joint Task Force.**
- **Describe the reasons for creating a Joint Task Force.**
- **Describe the immediate Joint Task Force transition considerations for an Army IG office.**



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References

- **Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.01, Joint Task Force Headquarters Master Training Guide (MTG)**
- **Joint Publication 3-0, Doctrine for Joint Operations**
- **DoD Directive / Instruction 5106.4, Inspectors General of the Combatant Commands (DRAFT)**





Useful Web Sites

Joint Task Force IG

- **CJCSM 3500.05:**

http://www.dtic.mil/doctrine/jel/cjcsd/cjcsm/m3500_05.pdf

- **Joint Publication 3-0:**

http://www.dtic.mil/doctrine/jel/new_pubs/jp3_0.pdf

- **Joint Electronic Library:**

<http://www.dtic.mil/doctrine/>

- **Joint Chiefs of Staff: <http://www.dtic.mil/jcs/>**

- **Joint Publication 1-02:**



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Joint and Expeditionary Mindset

- The **Global War on Terror (GWOT)** demands that the Army be an **expeditionary force** ready to deploy quickly anywhere in the world and fight as part of a **Joint** team.
- **Modular** Army brigades (Units of Action) will likely be employed as part of Joint Task Forces (JTFs) within Combatant Commands.
- IGs must stand prepared to adapt to a JTF environment on little or no notice.
- **Leaders** must prepare for a **campaign-quality** Army with a **Joint and Expeditionary mindset!**





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Joint Task Force (JTF)

What is a JTF?

- A JTF is a **joint force** constituted and so designated by the Secretary of Defense, a Combatant Commander, a Sub-Unified Commander, or an existing JTF.
- **Joint** for U.S. forces means **multiple U.S. services** organized to perform a particular operational mission.
- A Combined Joint Task Force (CJTF) would include multi-service elements of **two or more nations**.



Joint Publication 1-02, DoD Dictionary of Military and Associated



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Joint Task Force (JTF)

Why form a JTF?

- A **contingency operation** arises that may include a wide variety of military operations.
- The Commander of the Combatant Command assigns the mission for - and activates - a **JTF** for this **contingency operation** normally during Crisis-Action Planning (CAP).
- The Commander appoints the **JTF Commander** and assigns that Commander the mission.
- Operations may involve ground, maritime, air, and special operations forces in any combination working **unilaterally** or in **cooperation with other nations**.

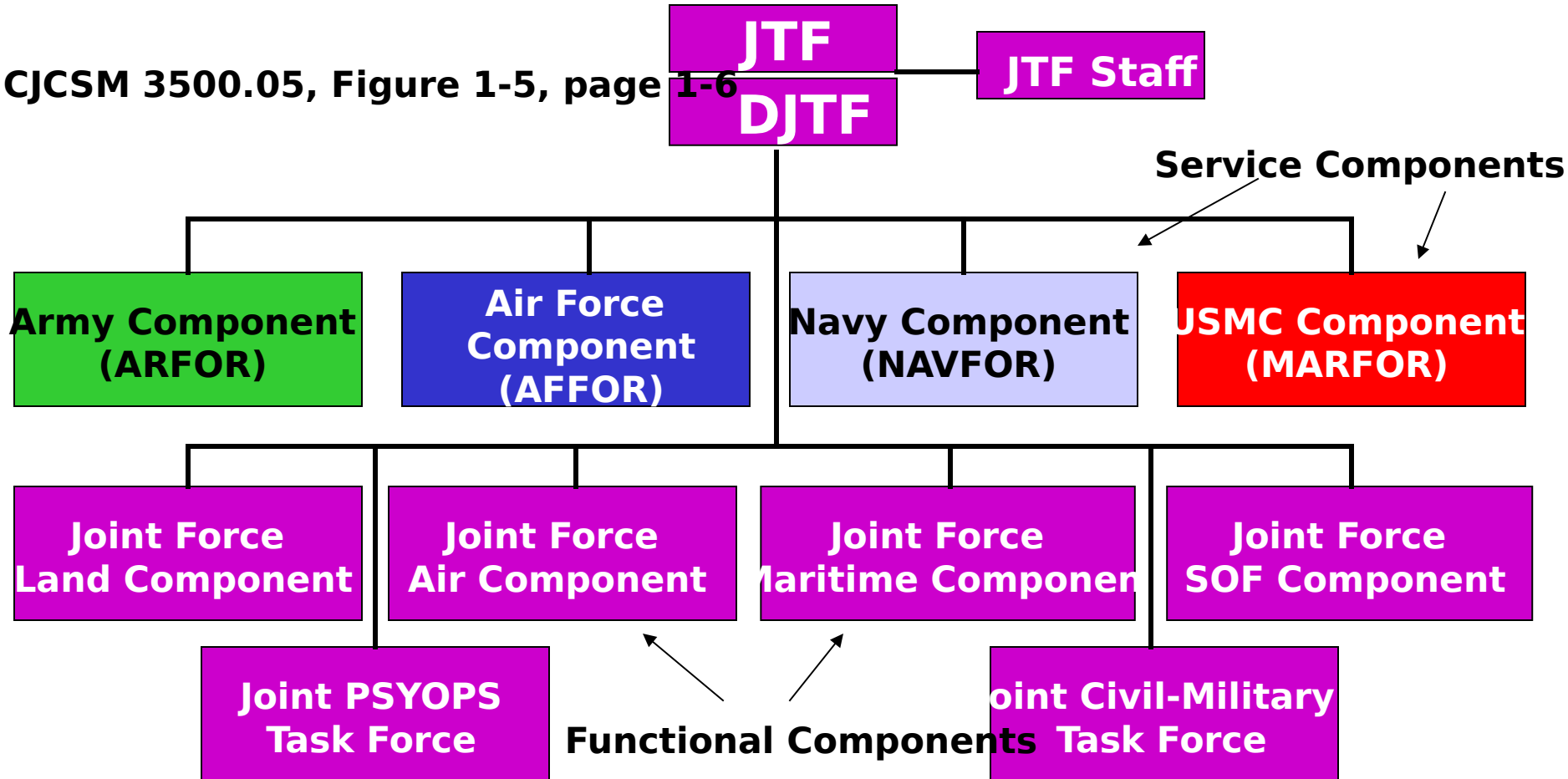
CJCSM 3500.05, MTF Task Number 100-00-CJTF, page 5



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Basic JTF Structure

CJCSM 3500.05, Figure 1-5, page 1-6





Some Recent JTFs

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- **CJTF 7** - Initially built around the U.S. Army's V Corps and headquartered in Baghdad, Iraq (now Multi-National Corps - Iraq)
- **CJTF 76** - Built around the Southern European Task Force (SETAF) and headquartered at Bagram Air Base, Afghanistan
- **JTF Bravo** - Established by Southern Command (SOUTHCOM) and located in Honduras
- **JTF Katrina** - Established by Northern Command (NORTHCOM) to assist with hurricane disaster relief



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Echelon of Command

Combatant Commands

- **JTFs** are routinely organized to serve under a **Combatant Command**.
- **Combatant Commands** are **unified (multi-service)** commands with a broad, continuing mission and that have geographic or functional responsibilities.
- **Combatant Commands** serve under a single commander whom the President designates with advice from the Secretary of Defense and the Chairman of the Joint Chiefs of Staff.



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Echelon of Command

Combatant Commands

(continued)

- **Nine Combatant Commands** currently exist.

- U.S. Central Command (CENTCOM)
- U.S. European Command (EUCOM)
- U.S. Joint Forces Command (JFCOM)
- U.S. Northern Command (NORTHCOM)
- U.S. Pacific Command (PACOM)
- U.S. Southern Command (SOUTHCOM)
- U.S. Special Operations Command (SOCOM)
- U.S. Strategic Command (STRATCOM)
- U.S. Transportation Command (TRANSCOM)





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Echelon of Command

Combatant Commands

(continued)

- **Three examples of a Combatant Command's focus are as follows:**
 - **Central Command (CENTCOM) - focused **geographically** on Southwest Asia and portions of Africa**
 - **Southern Command (SOUTHCOM) - focused **geographically** on Central and South America and the Caribbean**
 - **Transportation Command (TRANSCOM) - focused **functionally** on providing military hardware from the industry to the user**



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JTFs, COCOMs, and the IG



- Current **Joint** doctrine does not address the inclusion of the IG in the JTF headquarters.
- IGs are an important part of the JTF headquarters and the JTF Commander's staff, but IGs must **bridge** the **Joint** doctrine gap with **recent experience**.
- Emerging Joint IG policy is focused on Combatant Command IGs (**DoD Directive / Instruction 5106.4 - DRAFT**)



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Policy Requirements of DoD Instruction 5106.4

- The **COCOM IG serves** the Combatant Commander and **supports** all others within the command.
- COCOM IGs are an **extension** of Combatant Commander and have a duty to serve as fair, impartial, and objective fact-finders / problem solvers.
- COCOM IGs must maintain **sufficient independence** so that those requesting COCOM IG assistance will do so -- even when the **complainant feels that the Commander may be**



General Functions of a COCOM IG (DoDI 5106.4 - DRAFT)

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- **Inspect**
- **Investigate**
- **Assist**
- **Teach and Train**
- **Provide intelligence oversight**
- **Support operational wartime planning and execution**





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Basic JTF Staff Structure



CJCSM 3500.05, Figure 1-6, page 1-7

JTF

DJTF

Chief of Staff

**J-1
Personnel**

**J-2
Intelligence**

**J-3
Operations**

**J-4
Logistics**

**J-5
Plans**

**J-6
Commo**

IG

**Staff Judge
Advocate**

Public Affairs

Surgeon

**Headquarters
Commandant**

Comptroller



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The JTF IG

Office Structure Considerations

- The size of the IG office depends upon the **size** of the JTF and the **mission**.
- Some portion of the shop **must remain behind** to handle rear-detachment and family issues (split-based operations).
- The IG office members should be trained IGs that represent **all services** (officers, NCOs, and civilians as appropriate) **and components**. *Be multi-functional!*
- The IG office should have sufficient vehicles assigned to ensure **mobility** and **responsiveness to supported units within the Area of Operations.**

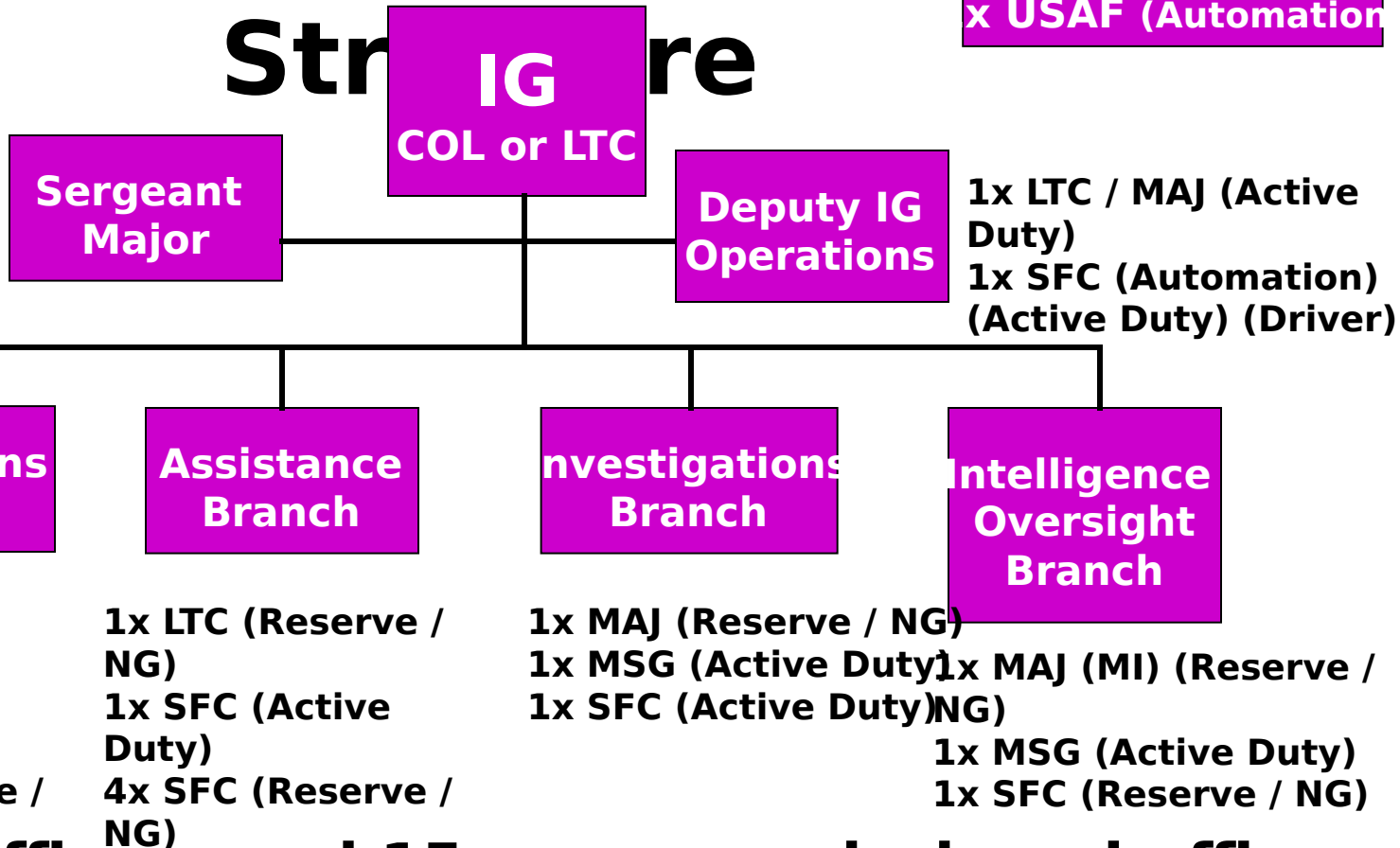


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Proposed JTF IG Office Structure

JTF-7 (Spring 2004)
11x IGs:
6x III Corps
3x USMC
x USAF (Automation)

Rear
Detachment
IG Office



TOTAL: 6 officers and 15 non-commissioned officers

Size depends upon the Joint Manning Document!



JTF IG Office

Deployment Equipment Considerations

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- **Sufficient office supplies to work in a potentially austere field environment**
- **Telephones and telephone connections**
- **SIPR and NIPR connections**
- **STU III secure telephones**
- **Portable paper shredder**
- **Laptop computers with Internet access**
- **Vehicle with driver (HMMWV or locally procured civilian vehicle)**
- **Specific field gear and clothing required for the Area of Operations**





Joint Task Force IG

The JTF IG



Immediate Transition Considerations

- Other service IGs will be operating under different systems and rules - **AR 20-1 does not apply to them!**
- Subordinate commands from other services are **not required** to have an OIP in accordance with AR 1-201.
- **Define** command and IG **reporting lines and procedures** with the Combatant Command and JTF commanders.
- Establish connectivity with subordinate command IGs **and** the **Combatant Command IG**
as soon as possible.



Combatant Command IG

What can you expect?

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- **Combatant Command IG shops serve as the commander's eyes, ears, voice, and conscience and inspect the readiness of the command's units.**
- **The IGs provide the findings to the commander, the staff, and the respective service IGs for resolution (service IGs must close the loop with the Combatant Command IG).**
- **Normally staffed with a Colonel or Navy Captain (O-6) and three other IGs.**



Combatant Command IG

*What can you expect?
(continued)*

Joint Task Force IG

- **Combatant Command IG shops tend to serve as **referral nodes** for passing issues to the respective service IGs for resolution.**
- The **Joint Staff IG** decides which issue is referred to which service if a question arises.

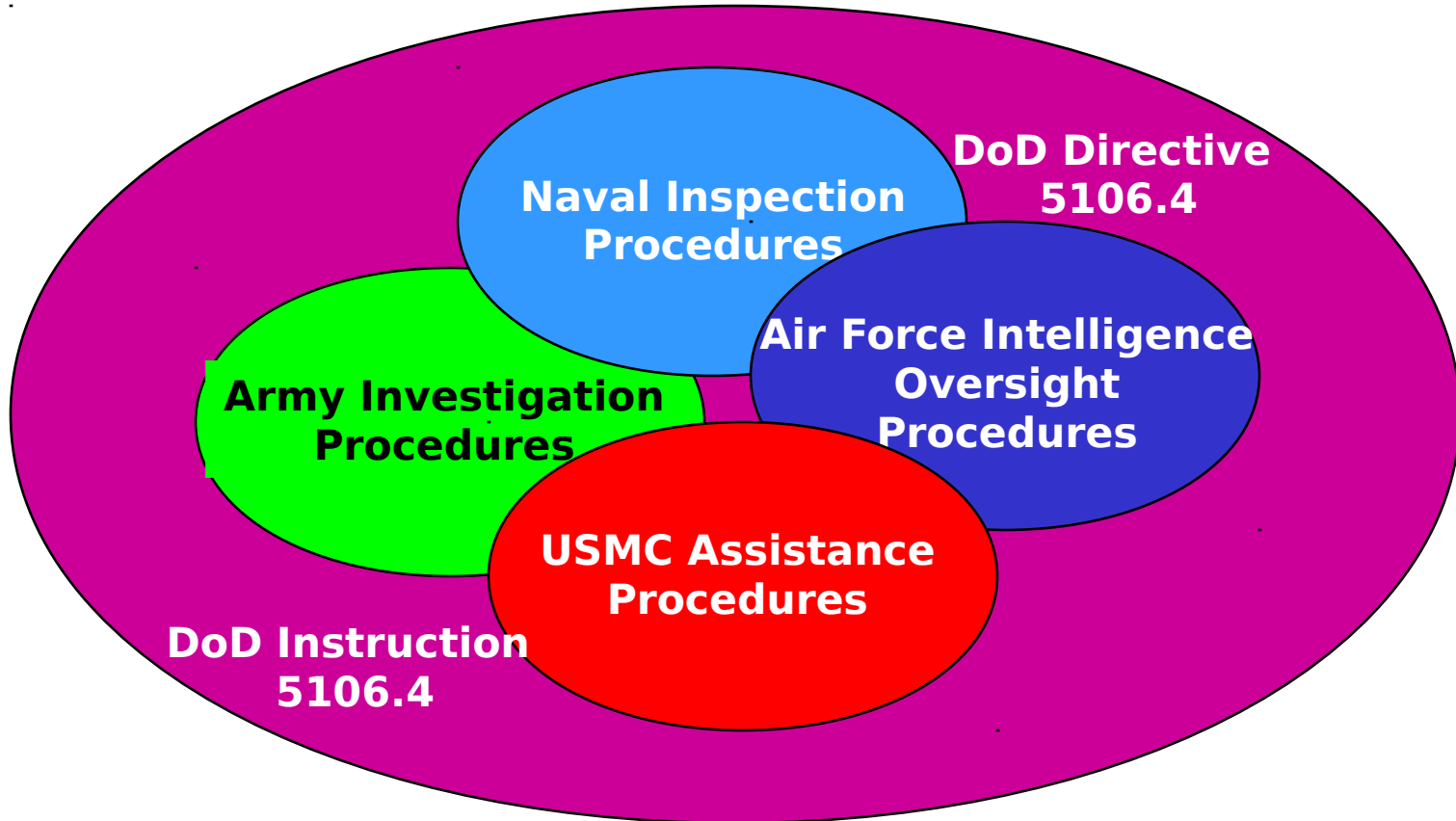




The COCOM IG Approach Today

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A Sample COCOM IG System



Our JTF IG approach should mirror the COCOM's approach



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The JTF IG

Routine Operations

- Apply the **Service IG system** that fits the individual's status - unless your COCOM IG advises you otherwise.
- Request that the JTF Commander provide the IG a **routine forum** (such as the daily **Battle-Update Briefing**, or BUB) for disseminating information, providing trends, and teaching and training.
- Be aware of emerging trends and readiness issues that surface within the JTF. **Be proactive!**
- As an Army IG, deal **directly** with **DAIG** as necessary.



Service IG Differences

IG Systems Differ by Service Culture

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- The **key to success** as a Joint IG today is to know and understand **emerging Joint IG policy** and the **differences in each Service's IG system**.
- Navy, Marine, and Air Force IG products are routinely used for **adverse action**.
- Most Navy, Marine, and Air Force IG inspections are general in nature and **compliance oriented**.
- Apply these systems in your **JTF IG office** ~~based upon the complainant / subject's status~~



Basic Differences by Function Inspections

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- **Army:** Conducts **special inspections of systemic issues**. Compliance-oriented (general) inspections are the commander's responsibility.
- **Navy:** Conducts assessments of **mission performance** either geographically or functionally.
- **USMC:** Conducts **compliance inspections** of USMC activities or units not under the operational or administrative chain of a major subordinate commander.

• **USAF:** Conducts **operational readiness and**



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Basic Differences by Function Assistance

- **Army:** Provides Assistance using a seven-step Inspector General Action Process.
- **Navy:** Provides assistance **informally** as appropriate during the preliminary evaluation while addressing a complainant's concern.
- **USMC:** Provides assistance **much like the Army** and uses the same seven-step process.
- **USAF:** Employs a structured complaint analysis process to determine the appropriate IG course of action.



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Basic Differences by Function Investigations

- **Army:** Results of Army IG investigations generally are not used for adverse action (requires TIG approval).
- **Navy:** Results of Naval IG investigations are routinely used for **disciplinary** purposes.
- **USMC:** Same as the Navy.
- **USAF:** Disciplinary / command action is expected for substantiated allegations resulting from IG investigations.



Summary

Joint Task Force IG

- A Joint Task Force is a **joint force** constituted by the Secretary of Defense, a Combatant Commander, a Sub-Unified Commander, or an existing Joint Task Force.
- **Contingency operations** drive the creation of Joint Task Forces.
- **Immediate transition considerations** for an Army IG office that becomes a JTF IG office include **defining command and IG reporting lines** and **establishing connectivity** with **subordinate command IGs and the Combatant Command IG.**



Joint Task Force IG

Combatant Command and Joint Inspector General Course (CCJIGC) Upcoming Classes

When: **Class 0601** (13-17 February 2006) and **Class 0602** (31 July-4 August 2006)

Where: Humphreys Hall, Building 247, Fort Belvoir, Virginia

Seats Available: 40 per class

Registration: The Registrar at (703) 805-3900.

Target Audience: Combatant Command (COCOM) and Joint Task Force (JTF) IGs. IGs from other services and Department of Defense agencies are welcome.

CCJIGC is focused on preparing COCOM and JTF IGs to serve in a Joint environment by introducing them to emerging Joint IG policy and the various Service IG systems.



Joint Task Force IG

The Joint Task Force Inspector General